MULTIMEDIA UNIVERSITY

STUDENT ID NO

MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 2, 2018/2019

BIT2844 – MANAGING INNOVATION AND TECHNOLOGY

6 MARCH 2019
2.30 p.m. – 4.30 p.m.
(2 Hours)

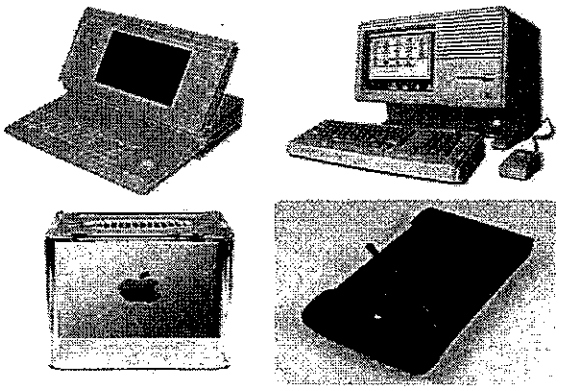
INSTRUCTIONS TO STUDENTS

1. This question paper consists of **FIVE (5)** printed pages excluding the cover page.
2. Answer all the questions
3. Marks are shown at the end of each question.

There are **FIVE (5)** questions in this booklet. Choose and answer **FOUR (4)** questions only. Each question carries equal marks of 25 marks each. Total marks are 100.

Question 1

Failed Apple Products



With a seemingly endless stream of highly successful Apple products, it is easy to forget that the company has had its fair share of failing products as well. In 1983, Apple introduced the Lisa computer. The original sticker price was USD $ 9,995, which roughly equates to USD$ 21,000 today. Although the Lisa was spectacular step forward in personal computing, the price tag was simply too high to make it a success. In 2000, Apple marketed the G4 cube, a full-powered Mac in an extremely small, 8 x 8 x 8-inch cube, created by design guru Jonathan Ive. The first portable Macintosh computer was as big as briefcase and weighed 6 lb. It had 1MB of RAM, a black-and-white LCD screen and a full-sized keyboard. As with the Lisa, the hefty price (USD 6500) was the main reason the first portable Mac was not a commercial success. It was discontinued in 1991, barely 17 months after its release. Then there was the ill-fated Newton Personal Digital Assistant, introduced in 1993. A stylish, handheld organizer, it was far ahead of its time and could perform handwriting recognition of notes that you scribbled on to the screen with a stylus. According to John Sculley, CEO of Apple from 1983 to 1993, Apple spent USD $ 100 million on the development of the Newton. It was a spectacular gadget, unfortunately the handwriting recognition was flawed. Because of this inaccuracy, the Newton became known as a dud – a reputation that it never recovered from. The decisive death-blow may well have been uses 'a digital assistant' that resembles the Apple Newton. When he scribble, 'Hello, JJ how are you?, the device recognizes his handwriting as "Hell jars, noward, yoyo?', to which JJ reacts with deadly response, 'First generation, is it?'.

(Excerpt taken from: Trott et al., (2016), Managing Technology Entrepreneurship and Innovation, London, Routledge, pp. 167-168)

Continued...

a. The article above highlights that not every product by the prominent corporation can be successful in the market as the customers are the main gatekeeper that decide to adopt the innovation (buy the product or otherwise). At some magic point in time, there will come the inevitable time where sales must slow down, then decrease, and finally stop entirely. Identify the factors that signify the importance of managing innovation and technology for a corporation like Apple.

(5 marks)

b. The article also shows that Apple's management need to ensure that the company is capable to plan their products not to exceed their shelf-life. In the context of Apple, discuss how the Technology Life Cycle Model can become a useful framework for the Apple management to ensure they achieve its goal.

(20 marks)

[Total : 25 marks]

Question 2

a. There are different viewpoints about what is technology all about. People mentions that technology is something complex and some says that technology is the state of the art. On the other hand, people also said that technology is something which produces sophisticated high-tech products that uses a high-tech process. Meanwhile, some people just think that technology is an unknown process, yet it has both the positive ability to empower and create as well as the negative ones that comes in the form of dangerous and a destroyer. Discuss in detail the above understanding about the technology.

(20 marks)

b. Explain briefly the main reason why we have to manage the innovation and technology?

(5 marks)

[Total: 25 marks]

Question 3

a) The new business delivery system such as blockchain technology became the latest trend in the financial sector. It is known as a radical type of technology rather than the standard continuous technology. What is the difference between the former and the latter? Can both of them can be overlapping with each other? If yes, what are the names of that technology? Please include some of real-world examples in your answer

(15 marks)

Continued...

b) Some technology companies employ the technology and differentiation strategy, just to become different from their rivals. Provide **TWO (2)** major factors that allow the companies just to exercise the mentioned strategy.

(10 marks)

[Total: 25 marks]

Question 4

Proton partnership – Difficult but necessary step

By: Dato Madani Sahari (CEO Malaysia Automotive Institute)

"...A year ago Proton hit that crossroad. The government decided that it was time to spread our wings and fly on our own. Up to that very moment, more than 600 parts and components manufacturers hired more than 250,000 people directly in the automotive talent pool. While Proton created business and jobs, and developed its models of high safety ratings within its own walls, that didn't seem like it was enough to break our glass ceiling. Perhaps it's time to ask ourselves, what did we do right? If you ask me, a lot that Proton did was right. Proton pushed us into industrialization and created many jobs and businesses in high level manufacturing. When the Waja was fully developed in-house, we created a full-fledged national carmaker. Fast forward to last year, Proton was able to launch four new models within 12 months. The next step has to be making the right choice. Nissan, Renault, Hyundai, Kia, General Motors, Peugeot and Citroen, to name a few, have all had to make this difficult before us. Now is just our turn to do the same. The aforementioned carmakers still retain their national identity and more importantly – are on the global map. To achieve a better future, we needed to take a step in the right direction, despite our nostalgia for the way things were."

a. Proton is an example of a company that failed to innovate from within the company. Accordingly, there are several factors that can inhibit innovation from the company perspective. Discuss them in detail.

(10 marks)

Continued...

The Secrets to Silicon Valley's Success

Silicon Valley is a fertile ground for startups. There is so much opportunity and cash flowing through the area that entrepreneurs with the right skills, talents, and connections figure it's only a matter of time before they strike it rich with the right business idea.

In essence, Silicon Valley is the modern-day equivalent of the 19th century California Gold Rush – only this one doesn't appear to be drying up anytime soon. Thanks to these six factors, Silicon Valley is an incredibly stable place to launch a tech startup or any type of business for that matter.

Excerpt taken from: https://www.thebalancesmb.com/silicon-valleys-success-in-startups-4056396

b. Silicon Valley is known as a testbed for technology testing and commercialization. Based on the above excerpt, discuss **TWO (2)** factors that may impact the higher likelihood of innovation activities being geographically clustered similar to the Silicon Valley setup.

(10 marks)

c. Identify FIVE (5) of the "8 Ps of Technology".

(5 marks)

[Total: 25 marks]

Question 5

The Googleplex—googolplex times the fun
By: Kamilla Batitis

The Googleplex is Google's corporate headquarters located in Mountain View, California. Google is known for their innovative office spaces designed to spark creativity for their workers and visitors. Frederik Pferdt, head of innovation and creativity programs at Google, described that the 3,100,000 square feet space is designed to bring the inner child that is curious and asks questions out of people.

Google Inc. strives for a "culture of innovation," and designed their offices attempting to recreate a children's playground. Their mission is to establish an environment where ideas can flourish, and for people to feel comfortable sharing and adding in their own ideas. The mission for the entire space is to be a happy place for their employees, complete with different themed rooms to encourage the flow of creativity and innovation.

Continued...

a. There is a significant link between creativity and the higher innovation output. How is the management of the organization can change their organizational structure/ group functioning and climate to spur creativity amongst their employees?

(15 marks)

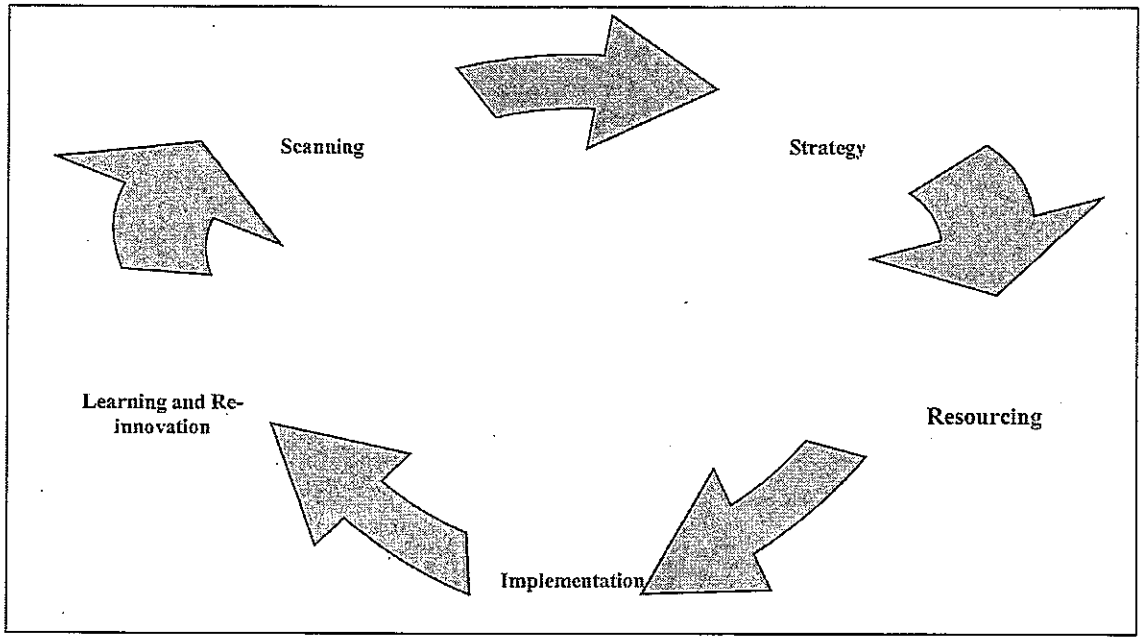


Figure 1.1 Phases in Managing Innovation

b. Discuss briefly TWO (2) of the phases in managing innovation

(5 marks)

c. Identify FIVE (5) factors that are used to assess the appropriateness of the technology to the receiver

(5 marks)

[Total : 25 marks]

End of Page